

## IMPLEMENTATION OF PROPOSED BUDGET CUTS EFFECTIVE FY 12-14

1. In order to prepare for cuts that are likely to be necessary for FY 12-14 (please see September 15, 2010 memorandum), all units in the College of Arts and Sciences--- departments, programs, centers, institutes, and schools---are asked to prepare budget reduction proposals of 5%. To ensure broad faculty involvement in this process, we ask chairs and directors to establish a process for preparing budget reduction proposals within their units. Deadline for submitting the process outline to the College office: **September 30, 2010**.
2. Each unit must take a 5% permanent budget cut to address recurring budget losses in FY 12.
3. Units will have a three-year period in order to accomplish the cuts. For example, if Professor X or Staff Member Y is going to retire by May 2013, the unit may propose the salary savings of that retirement as part of the budget reduction. In such a case, the unit may request one-time bridging support from the College for the twenty-two month period from July 2012 through May 2013 when the unit can take the permanent cut. Bridging support from the College is subject to approval and temporary only. All cuts are expected to be permanent and must be effective no later than July 1, 2014.
4. During this transitional period (FY 12-14) as the College is dealing with requests for bridging funds, units will be expected to use their own one-time (carry-forward) funds to cover short-term needs. In other words, the College will be providing bridging funds to cover selected permanent reductions. The College, therefore, will not have its former capacity to fund one-time events and new initiatives.
5. Faculty lines can be taken only as turnover savings. Units may not include the elimination of tenured or tenure-track faculty positions except where these positions are currently vacant or will become vacant through retirement or attrition. The College will not approve budget plans that require the termination of current tenured or tenure-track faculty.
6. Units are asked to include clear statements outlining the impact of the cuts on the research, teaching, and service missions of the unit.
7. Units that offer courses must maintain credit hour production. Even as the new University budget model evolves, a decline in credit hour production will affect us negatively.
8. Deadline for submitting proposed cuts to the College: **March 1, 2011**. The College will review all proposed cuts and reach final decisions in June 2011. In cases where new circumstances arise after June 2011, units may propose modifications to their approved cut plans for review by the College.
9. Cut targets will be delivered to department chairs and program directors during the week of October 11, 2010. These targets will remain constant throughout the FY 12-14 period.